

WINTER 2012 CLASS SCHEDULE

January Classes

INTERMEDIATE MS EXCEL 2007

January 10 Helena

9 a.m. – 3 p.m.

Investment is \$105 (discounts for multiple attendees from one organization)

Excel 2007's new user interface and features will start the class off followed by an in-depth look at managing workbooks. Students will learn how to split and freeze workbook windows, hide rows, columns, worksheets and windows, and protect worksheets. This hands-on workshop will cover

- page layout, page break, and adjustments to margins and size
- functions and formulas, working with data ranges, and learning how to sort and filter data
- inserting clip art, pictures, and graphics files is also covered.

ESSENTIALS OF MANAGEMENT

Starts January 11 Helena

8:30 a.m. – 4:30 p.m. each day

**Investment is \$565 (\$100 discount if all classes are attended as scheduled;
discounts for multiple attendees from one organization)**

This eight-part series addresses the needs of the first-line supervisor. It's an excellent program for new supervisors, and it will challenge seasoned supervisors and mid-level managers.

Topics include performance management, long- and short-range planning, discipline handling, conflict management and legal issues of management. Each session runs from 8:30 a.m. – 4:30 p.m. Class schedule appears here.

- **Leading** **January 11**
- **Developing 1** **January 18**
- **Developing 2** **January 25**
- **Controlling** **February 1**
- **Protecting** **February 7**
- **Planning** **February 8**
- **Resolving** **February 14**
- **Synthesis** **February 15**

Participants' comments about "Essentials of Management"

"Excellent series. I strongly recommend it to any supervisor. We have already applied many things."

"I thought this was a great course! Lots of helpful information, excellent instructors."

"This was a very good training. I feel I've learned a lot in only eight days."

"I gained a great amount of information. I highly recommend this course to others. It was the most beneficial training I have attended while working at the state for the last four years."

"Lots of information to apply to my supervisory style."

"Wonderful class!"

"Enjoyed all the courses. Great job – Synthesis pulled everything together."

"Overall an excellent course – very practical to every day job issues."

"I think this course has been very helpful and informative. Great job! Thank you!"

"Although I've taken a lot of management theory, this was very pragmatic. Specifically looking at new supervisor situations."

"The whole course was very valuable for me. It answered many of my questions."

"I learned how to deal with different personalities, management procedures, and implementation techniques."

"Very good class presentation, would highly recommend it to anyone. Helped me to learn more about other state agencies."

"Great class – very worthwhile."

"EOM was a very interesting class. I enjoyed it very much and learned a lot. I feel this could be beneficial to everyone."

"Clearly the most valuable to me was the exchange of information and ideas from the other participants."

"Overall great course – I like the variety – multiple instructors, interaction."

"Found ideas I could use from each day."

"Very good class. Learned a lot and gained much information from other students."

"Exchange of ideas from different perspectives is great!"

"Great real world examples and discussion."

"Thank you for the great class!!!"

"Good course – heavy time commitment but well worth it."

"Everything is pertinent to the job. Excellent management tools."

"I recommend this course to anyone interested in management. Excellent course content, group activities, and instructors. I think you've done a great job of fine tuning this course."

"The course was very informative, well organized, and presented."

"I felt the whole course was well designed and presented. I learned a lot, and the course reinforced much of my personal philosophies about management and dealing with people."

"This was a wonderful class. I wouldn't change anything."

"I think every employee would benefit from attending this training. Even if they are not interested in taking a management position, they could gain valuable insights."

"Great ideas presented, especially through the class discussion."

"This training has been of enormous assistance in providing me with the skills to perform my job more effectively."

"The exercises were great. The course was very thorough and useful."

"This was a wonderful course!"

"This class was very interesting and informative. I appreciate the common sense format. It was easy to apply the concepts to my day-to-day activities. Thanks!!"

"This course provided a good overall presentation of information that will be helpful to me as a manager."

"This course has provided a variety of tools for me to use as a new manager. The instructors were insightful, knowledgeable, and helpful. My classmates were wonderful! What a great experience. Thank you."

"This course gives a good overview of common problems and how to deal with them. As a group we discussed the issues, and it is very helpful in managing these problems."

"The various teachers and formats were good. I reviewed the entire course content today and appreciate how thorough it is."

"I loved the course!"

"The entire course was the best training I've ever been to."

"I was impressed with the course. I have suggested that more people from my company attend."

"This class is absolutely necessary to all supervisors, managers, and administrators."

"Very good information. Should be required for all new supervisors."

"The overall course has been very informative, interesting, open, and a great package of tools that can be applied to using different approaches in management."

"Good class. Thought-provoking."

"Best training I have ever been to! Well worth my time and the cost. I will recommend it to others."

"Highly recommend EOM for every manager; it should be required for all managers every five years!"

"I think the whole course was well organized, very professional, and highly educational. I have already used some of the tools and techniques and have plans to use others as well."

"This course opened up a lot of ideas and ways to deal with the issues. I learned a lot in this course."

"I think this class will help me make me a better manager. I enjoyed it!"

"The whole program was extremely helpful in providing tools and practical information which can be applied in our workplace."

"Practical skills I can apply to make my management more effective."

"I now have the knowledge and ability to do my job correctly and with confidence."

"An excellent and well-presented course. Instructors are outstanding."

"Entire course was great!"

"The whole series was very informative and helpful to me being a first-time supervisor."

"A lot of very valuable information in an easy to follow format that I can refer back to."

"This was an enlightening course. I did learn a lot. All the instructors are wonderful. Even got me to role play which I really despise. Thank you!"

"The best thing I got from the course was how to apply management tools – discipline, planning, teambuilding – to my job. I have increased confidence as a supervisor. I'm glad I enrolled!"

"I learned to be a more effective manager. I have been told how by other people, but this class opened my eyes in different ways."

"This course has increased my confidence in becoming a manager who is better prepared to deal with conflict and discipline."

"This is a wonderful course, and I felt included in the discussion even as an 'I'."

"Overall, well done, well laid out, good organization, and excellent exercises. Discussions and practice exercises garnered good feedback."

"Time well spent. Ideally, this series should be mandatory for all employees with supervisory responsibility and optional to those seeking professional development."

"Overall 'Essentials of Management' is awesome."

"This class was very beneficial, and I gained knowledge that I know I can use."

"I am really enjoying the classes and don't want to miss anything! I've also spoken with other bureau chiefs who have taken this class too, and the unanimous verdict is that this is probably the best training any of us have ever had! It is correctly named 'essentials...' I wouldn't want to try to do this job without it!"

"This was a very beneficial class for myself and I gained a lot of knowledge that I know I will be able to use."

"I really learned some important things that will help me with my current position and in the future."

"Overall course was very informative with lots of interesting information. I would highly recommend to others."

"This course exceeded my hopes and expectations."

"This was one of the best-run and most useful training sessions I have ever attended in my 17-year career! "

"Very, very useful with ideas that were immediately usable."

"This training will be very helpful in the progression of my management career."

"I really enjoyed the group discussion and the different ideas. I feel this course gave me a lot of excellent tools."

MEETING-FUL MINUTES

January 11 Helena

8:30 a.m. – noon

Investment is \$93 (discounts for multiple attendees from one organization)

Do your hands cramp up at the thought of recording meeting minutes? Do you question what information you should record and what you should leave out? You're not alone. This half-day workshop will give you the tools needed to take effective notes and to write meaningful minutes.

Participants' comments about "Meeting-ful Minutes"

"This was a great course. Very interactive, which helps immensely."

"Great ideas and experiences shared were very helpful."

"Excellent instructor, very helpful!"

"Wonderful presentation, lots of resources, and useful information."

"Validated what I currently do and gave me tips for improvement."

"Lots of ideas for me. Cornell system is very interesting."

"Templates are very valuable."

"Group discussion on individual short cuts. I gained some GREAT ideas by hearing what works for others."

"I found setting up forms and abbreviations helpful."

"New tips on how to make my minutes more useful and the information easier to find."

"I found that I was not alone in my frustrations."

"I was given all kinds of helpful information and forms."

"Good ideas for formats, before meeting preparations, what to record and what to leave out, methods of recording."

"How to summarize better."

"This is one of the best workshops I have attended."

"Great ideas on how to organize minutes more effectively."

"Great Balance. Always appreciate having handouts as reference."

"Everything was to the point and informative. I was able to understand."

"Understanding what should be done before, during, and after a meeting to insure accuracy."

"I will highly recommend this course to all that I know it could benefit."

"I liked all the legal information and tips of 'grammar and punctuation' that has changed."

"This is one of most educational and clear classes I have taken."

"This was the best seminar I've attended all year! I like the small class and how organized the workshop was."

"Very informative. Note talking and especially releasing minutes to the public was valuable."

"Great class, very informative. Glad I came."

"I found this course very interesting. Incorporating some English rules is awesome. Jane knows here stuff and I would take a writing class taught by her. Thanks!"

"This class definitely defined the essentials of minutes and showed me what is legally necessary."

"I learned how to shorten my minutes, but still have them contain all the important information."

"I liked the clear rules about what to include in minutes and how they are best formatted."

"I appreciated the short cuts for taking minutes and the requirements of Public Notice of meeting and agenda."
 "I found a lot of helpful hints and tips from this class that will be very helpful to me."
 "Raised my level of confidence with regard to minute-taking."
 "Know what to record worksheet is very valuable."
 "Entire class was very informative."
 "This class was helpful in what should be in minutes. Answered a lot of my questions."
 "All my questions were answered. Really enjoyed the class."
 "Thank you – this was the first training in a long time that didn't make me yawn."
 "I have gained the knowledge to better organize notes for meetings."
 "I gained more knowledge of what and what not to include, how to summarize so that the minutes are not a 'novel'."
 "I learned how other counties do their minutes, procedures, content, and examples."
 "Precise information on the details of minute-taking"
 "How to take easy and to the point minutes."
 "I liked the idea of using the agenda with spaces after the topics as a template."
 The best thing was how to set up my minutes from the agenda."
 "This was a wonderful class and will be very beneficial for me moving forward."
 "I immediately made changes in my procedure to include the things you taught me. it was a session well worth the time. I would recommend it to anyone."
 "The best thing was how to change from passive to active voice."

RIGHTING YOUR WRITING

January 11 – 19 - 27 Helena

10 a.m. – noon each day

Investment is \$135 (discounts for multiple attendees from one organization)

This workshop begins and ends with these three rules of writing: be clear, be concise, be brief. And all the stuff in between will help you follow the rules with increased ease and confidence. Between sessions, the instructor will review and comment on writing samples from each participant.

Participants' comments about "Righting Your Writing"

"Simple and direct tips on improving writing."
 "This course was great."
 "I gained confidence in my writing ability. This course has encouraged me to take on some new writing challenges."
 "The best thing was the application of these ideas on our own material."
 "Awareness of some problems I'm having that wasn't aware of."
 "Having actual writing revised with great comments."
 "I learned how to cut down my content and not be so wordy."
 "Gave tools that can be used immediately."
 "I have a better understanding of my current writing and what NOT to use anymore."
 "I have already recommended this class to my staff."
 "The exercises were useful to look at how to revise my writing, and obviously, John spent considerable thought to help me and the others."
 "Showed me how to organize documents so the message is clearer and easier to find."
 "Great class! Very helpful."
 "It was very helpful to have you review our actual work products. I enjoyed the class."
 "The best thing about the class was the increased ability to critically evaluate my writing – to edit and revise."
 "I realized that we need to re-evaluate our form letters using the Fog Index."

"I appreciated learning more about the active voice and being short and clear in writing."
 "The feedback from the course instructor was critical. Everyone who has public contact in their jobs can learn from this course."
 Thank you! This training was most beneficial and practical for everyday work."
 "Very helpful course. I need to practice what I learned here. Your comments to our writing assignments were specific and relevant."
 "Really enjoyed the course. Good refresher and stimulating. Helped to realize bad habits and how to improve them."
 "This was a great class. It's good to know simple language is good."
 "This was very informative. Thank you very much. This course taught exactly what I wanted to improve my writing. Terrific!"
 "I liked the focus on brevity and clarity. It helped me realize I can cut out a lot of needless words."
 "I appreciated the tips on being less passive and more direct in my writing."
 "Practical comments on the writing samples was valuable."
 "Good writing is a never-ending process. It can always be done better."

THE STATE BUDGET PROCESS

January 12 Helena

8:30 a.m. – 4:30 p.m.

Investment is \$120 (discounts for multiple attendees from one organization)

One of the most popular courses in our catalog, this one-day session will benefit those who need more information on the budget process and how to assess and manage a budget. Sue Daly, Chief of Finance in Montana Fish, Wildlife and Parks, overviews:

- The Executive Planning Process
- Budget preparation
- OBPP and LFA analysis of budget requests
- Preparing for the Legislature
- Legislative Session
- Projecting Expenditures
- Managing the Budget
- Management Tools in SABHRS

Participants' comments about "The State Budget Process"

"Great handouts."
 "Nice job: enthusiastic and willing to share her experiences."
 "Best course I've taken from PDC so far."
 "Informative and dynamic! Very useful information."
 "A wonderful learning experience."
 "I learned how to make budget information a management tool."
 "Great information. Thanks."
 "Great total picture of process."
 "An excellent overview of the budget process. SABHRS discussion was very helpful."
 "Excellent class. Material will be of great value in preparing a new proposal."
 "Excellent overview of EPP/state agency budget process."
 "I know have a better feel for the budgeting process and all of the forms used."
 "Great information. I benefited especially from the information on the legislative process."
 "The best thing was the EPP and legislative process for budgets."
 "Exceeded all my expectations!"
 "Great picture of the budget process."

"Great anecdotes and useful practical information."
"Excellent, very informative. Legislative and reporting information very helpful."
"I learned how to accurately read SABHRS and budget reports."
"The best thing about the course was putting the whole budget process together. I've worked on bits and pieces of budgets and this class helped me understand the process as a whole."
"It was very valuable to have an instructor with in depth operational experience."
"I have a better understanding of how we can influence the budget process."
"I have increased comfort with the EPP process and understanding the terms."
"Definitely increased by understanding of the process and helped with reading the reports I just started to get. Thank you!"
"I now feel I have a clear outline of the budgeting process."
"It gave me a good overview. I took the course several years back. It made more sense this time because I am now in a management position. "
"It met my expectations – great course. Will definitely recommend it to others."

INTERMEDIATE MS WORD 2007

January 26 Helena

9 a.m. – 3 p.m.

Investment is \$105 (discounts for multiple attendees from one organization)

The class begins with a review of Word 2007's new user interface and features. This course covers

- mail merge process
- working with outlines;
- long documents and references
- inserting and formatting WordArt, SmartArt, and charts
- collaboration with Excel and PowerPoint.

February Classes

REMOTE MANAGEMENT

February 7 Helena

8:30 a.m. – 4:30 p.m.

Investment is \$120 (discounts for multiple attendees from one organization)

When supervisors and employees are located far apart and frequent face-to-face communication is impractical, new sets of management skills and tools are necessary. This workshop overviews these skills and tools to ensure a productive work environment.

Participants' comments about "Remote Management"

"Ideas about how off-site employees need to be managed differently from on-site employees."

"Knowing others had the similar issues."

"How to structure objectives."

"I liked the list of management competencies needed to remotely supervise."

"I appreciated the tools and forms for gathering feedback from the field offices."

"Many positive examples to try with staff and self."

"With lots of open communication, remote management works great."

"Lots and lots of great ideas!"

"Exercise on competencies for staff and supervisors was a good reflection activity."

"Better understanding of key competencies for remote office administration."

"Ideas for 360 degree evaluations were valuable."

"The important/urgent matrix that can be used to prioritize yearly, monthly, daily was valuable."

"I felt the course was overall very informative and beneficial."

"Emphasis on communication and creating process when supervising."

"Very good, I enjoyed it."

"Very helpful for a new supervisor."

"I am not 'big' on training courses, but I learned from this one and enjoyed it and the instructor."

"Tying performance management into work plans and the importance of exposing all employees to work plan process."

"I appreciated the self-evaluation exercises."

"Recognition of some of the advantages and disadvantages of remote management and how to improve."

"Emphasized the need for clear and understandable goals and expectations."

"The Telework Program Guide is full of information to consider."

"The best thing was the self-evaluations – I got some surprising results."

"I appreciated the 'Ways to Keep Good People.'"

"It was a good course, good information, relaxed format, good interchange of ideas."

"Showed me many things I do right and gave me some ideas on things to work on."

"I like the handouts to take back to my office for reference."

"I liked the printed materials, the discussion on the types of people who work successfully from home, and how to successfully manage them."

EXPLORING EMOTIONAL INTELLIGENCE

February 8 Helena

8:30 a.m. – 4:30 p.m.

Investment is \$120 (discounts for multiple attendees from one organization)

"Emotional Intelligence" is for anyone who believes that IQ is the leading determinant of success – and for those of you who have thought differently. While factual knowledge and how-to skills continue to be important, emotional intelligence skills (such as flexibility, teamwork, handling emotions, communications, and enthusiasm) have become even more crucial and valuable. This class provides insights that expand beyond the commonly held views of human intelligence. The information explores how people who possess high emotional intelligence are the people who truly succeed in work as well as play.

Participants' comments about "Exploring Emotional Intelligence"

"Learned new techniques to deal with conflict."

"Identifying areas of weakness and obtaining skills ideas to help improve."

"The interaction from the other participants – their thoughts and insights."

"Liked the discussion of how the brain works and that transmissions can be broken."

"Emotional intelligence affects over 58% of the job and how well you do. Your success isn't just how smart you are, but how emotional intelligence you are."

"Good course! The best thing I gained was the idea that you can change your brain pathways to better use your emotional and intelligence side."

"Video examples were great!"

"This was lots of fun and a comfortable atmosphere to explore these ideas."

"I have a better understanding of how emotions affect my work and personal life."

"Great class exploring basic concepts that can elevate us to new levels of effectiveness."

"A lot of useful information. Follow-up time and commitment from me are needed."

"Good opportunity for self exploration. It will help in addressing conflicts I have at work and home."

"Reminders that when we change how we speak and act, we can actually change our brain."

"Learning facts and survey results about the human brain and how all this ties to communication and learning abilities."

"Learned how my emotions impact others."

"I have a better awareness of the meaning of EQ and how it envelops all interaction."

"I strongly recommend this course for supervisors."

"Very enjoyable, very informative, great ideas shared!"

"Self-assessments helped identify areas of improvement."

"I enjoyed all the activities, the presentation, and the involvement of the class. Excellent!"

"Good class and great group! Well worth the day spent."

"Very well done and time well spent. Thank you!"

"Very useful tools gained from this class to help with emotional awareness."

"Wow! What a great class. I think every state employee should be required to take this class."

"Discussing EQ and its real application was helpful. I enjoyed taking the time out to learn how to improve."

"This sparked an interest to research more about the topic."

"This affirmed that I am on the right course."

"I am taking ideas and actions to try."

"I knew my 'weakness' going in but the course showed me ways to work and achieve a better self-awareness."

"I realized that I need to do better verbally and to step back when trying to figure out what others are feeling."

"I appreciated the awareness of myself and other and how it impacts behaviors and can improve interactions."

"Gaining the ability to understand that people have different perspectives for the same situations."
"Self-evaluation was great."
"Ratings showed me some things I could change."
"This gave me a lot to think about."
"This class was exactly what I was hoping for and need to give me perspective."
"Understanding how emotional intelligence impacts both personal and professional aspects."

A DELICATE BALANCE: PRIVACY AND THE RIGHT TO KNOW

February 8 Missoula

8:30 a.m. – 4:30 p.m.

Investment is \$156 (discounts for multiple attendees from one organization)

Available for 6.5 CLE Credits

Agencies try to balance the public's right to know against the individual's right to privacy, yet these two rights have come into conflict on more than one occasion for government managers. This seminar addresses that problem and explores the manager's responsibility regarding public records and public meetings.

Participants' comments about "Delicate Balance: Privacy and the Right to Know"

"Best seminar I've been to in 18 years; excellent material and good class participation."
"Instructor was extremely knowledgeable about topic with supporting documents. A good primer on privacy considerations."
"A good discussion of the issues and the foundations for decision making."
"Specific statutes, cases, opinions which can be relied on for direction."
"Knowledge of state law and statutes; allowing me to better address these issues in the future."
"I have a much better understanding of how to balance the two issues with plenty of references for advice and direction."
"I would highly recommend this course to organizations dealing with school-related issues."
"Lots of tools and learning."
"There were a great variety of issues and examples presented, provoking thought and good discussion."
"Principles clearly defined with case examples to support principles."
"Good discussions – brought out lots of issues and were food for thought."
"Balancing test – right to privacy vs. demand for disclosure."
"I have a better understand of Montana law and obligation to disclose documents and hold open meetings."
"Exercises were good and forced us to think about the issues presented. These helped us apply the law we studied during the day. Lots of group involvement was interesting. People came from a variety of backgrounds which made for some different viewpoints."
"Specific knowledge that has direct application to things I am currently working on."
"Great information. I have several ideas that I can take back to my office and use."
"Enjoyed the entire class. One of the best training sessions I have taken as a state employee. Very beneficial for all those dealing with personnel files and issues."
"The course helped provide a basis for applying balancing."
"Really an outstanding overview of a very murky subject."
"John consistently does a good job with challenging subjects."
"Good course – thought provoking. Thank you."

"Best speaker and course I've attended that's been put on by the state."
"Examples of case histories were very useful for understanding material presented."
"Real life examples of how courts have applied the balancing test."
"Excellent presenter, extremely knowledgeable."
"Definition of what is or is not a public meeting and public record."
"Excellent information."
"Very well done. I have a clearer understanding of the issues. Good practical application information."
"Great examples and subject matter."
"This course was much needed, clear, and should be presented to all people who work in government positions."
"Very informational. I appreciated not only the information, but also the case law behind it."
"Addresses specific problems of state employees."
"This class was very informative and relevant to the issues I deal with routinely."
"I will recommend this course to our attorneys and record keeping personnel."
"Applicable knowledge to actually use in the day-to-day work environment."
"I have a better understanding of the balancing test and now know more about circumstances for closing meetings."
"This class was very good. I learned a lot about privacy and am glad I was able to attend."
"The open discussion facilitated my awareness and knowledge of privacy and confidential rights."
"Our agency does not have a policy in place for public to request information. This class has helped in crafting this policy and guidelines."

DOCUMENTING DISCIPLINARY ACTION

February 9 Missoula

8:30 a.m. – noon

Investment is \$93 (discounts for multiple attendees from one organization)

Available for 3.0 CLE credits

"If it isn't written down, it didn't happen." That is the basic principle of documenting disciplinary actions, and most managers know that. The legal and practical aspects of documentation can determine the success of discipline. This half-day seminar explores those aspects.

Participants' comments about "Documenting Disciplinary Action"

"The best thing I gained was the distinction between objective and subjective information. Great! I will highly recommend it."
"The best thing I gained was the knowledge of correct procedures and learning not to 'label.'"
"The best thing I gained was how to differentiate petty from the real and the exercise on subjective vs. objective, specific vs. general, direct vs. indirect."
"John did an excellent job presenting the course. He brought up a lot of good points that I need to do that I'm presently not doing. I appreciated the discussion of the difference between informal and formal documentation."
"As a fairly new supervisor, this information nicely prepares me to begin documenting from the beginning."
"I am going to recommend this workshop to the other government official I work with."
"The training provided concrete information which I can use immediately."
"Well done – held my interest. Pertinent and timely."

"Presentation was well paced and handout was easy to follow and had room to make my own comments."

"Best presentation I have attended in a long time."

"I would recommend this class to anyone who is a supervisor."

"I enjoyed this class, I feel it was very informative and that the information will help me tremendously as a supervisor."

"Very timely and interesting. Thank you!"

"Learned some good specifics; must 'do's' for future reference."

"Learned not to be afraid to document, that it's better to do it than not do it."

"A lot better understanding of how to go through the documenting process."

"Good course. Good instructor. Very well presented."

"The course helped to see when and how documentation can be used. Also, what should and should not be said."

"Importance of documentation and good tips on how to do so. Thanks."

"This class was very informative."

"Reinforced frequent, routine documenting in our notes."

"As a new supervisor, it allowed me the opportunity to gain insights into what is and what is not acceptable."

"I liked the examples of the letters and documentation checklist."

"Learned that I must document on all employees and need to record positive behavior as well as problems."

"Great examples of current and past legal cases."

"Reminder that documentation is also useful for appraisals."

"Ideas about how and what to document."

"John is very knowledgeable. I always go away feeling like the training is worthwhile."

"Excellent course. I will recommend this to all of my co-workers."

"Examples were very valuable."

"Practice, good, wise, reminder, new stuff and idea, glad I came."

"Importance of separating facts from assumptions."

"Well planned and presented."

"Great material; clear, excellent information –great pace; checked for our understanding. Super class!"

"Tips on making this a routine part of your week."

"A better understanding of rules/laws/policies regarding documentation of discipline."

"Reinforced importance of 'good' documentation."

"What is usable or useless in documentation."

"Keeping records, both good and bad, is important."

"Importance of objectivity and ongoing clear communications, with emphasis on prevention."

"Fun presentation with lots of knowledge and examples shared with us. Thanks!"

"Importance of documentation and dispassionate observation."

"Development of a process that I can start, to help me become a better supervisor by not just focusing on the negative."

"I liked the idea of a 'drop' file and the difference between formal and informal documentation."

"Great ideas of methods to implement with staff as prevention measures to avoid discipline problems."

"Learning how to document and to be specific."

"I have a better idea of how to stay on top of issues and the proper course for formal action."

"I gained the ability to distinguish what is proper and improper to document and that supervisors should constant both positive and negative actions."
"Outstanding class!"
"I appreciated the explanation of documentation levels and the differences between formal and informal documentation."
"Written examples of good and bad documentation were very helpful."
"Good tools and ideas to improve my ability to work with my employees."
"Specific examples from case histories, good handouts for future reference, memorized phrases, and documentation checklist."
"Very good information about documentation and a much more concise idea on how to handle supervision."
"For me, the difference between job performance and job conduct was important. This was an incredibly practical training. I am very pleased with it."
"I appreciated the ideas to make this part of managing 'less painful' and stronger."
"Real practical advice on how to proceed forward."

BEGINNING MS EXCEL

February 9 Helena
9 a.m. – 3 p.m.

Investment is \$105 (discounts for multiple attendees from one organization)

This is a beginning course for those who are unaccustomed to using spreadsheets or who have had very little experience with Excel 2007. You will become familiar with the Excel 2007 program screen and have a better understanding of the "ribbon." You will review editing and formatting worksheet basics with an overview of formulas.

Participants' comments about "Beginning MS Excel"

"I now have more confidence to experiment with different settings and options."
"I had no idea all that Excel could do. Thanks."

ALL KIDDING ASIDE: PREVENTING HARASSMENT

February 14 Helena
8:30 a.m. – noon

Investment is \$93 (discounts for multiple attendees from one organization)

Available for 3.0 CLE Credits

Harassment takes many forms, both blatant and subtle. A person's sex, race, national origin, age, religion, or political views may be the target of harassment. It is important that all employees understand what harassment is and how to prevent it.

Participants' comments about "All Kidding Aside: Preventing Harassment"

"Good discussion points, examining the aspects and complexities of different situations."
"Very effective. Thank you."
"I feel more comfortable in dealing with abusive behavior and language."
"Very open and informative."
"Input from the group helped shed new light on my perceptions."
"Gave me a new perspective on several issues."
"Concise guidelines as to what actually constitutes harassment."
"Good discussion on communication styles."
"Understanding gender differences that could lead to different interpretations."
"Good examples that explained the legal language."
"Learned the different forms of harassment."
"More awareness for potential problems."

"Gave me a better understanding of when harassment has actually occurred."
"Good, open environment which led to productive discussion."
"Think before you speak."
"How to recognize trouble when it develops and also how to take action. Great interactive class,"
"Definitions, boundaries, and courses of action to prevent harassment."
"I thought this was a very useful class – even if to just raise my own awareness of my behavior and how I might affect others."
"Differences between how men and women see things."
"Information on Montana statutes."
"John backed up key concepts with real-life case information showing applications of the law and outcomes."
"Good course – informative and presented in an enjoyable manner."
"John does a very good job presenting information. He's funny but serious."
"I personally find it offensive that I'm required to attend classes to cover the liability of the state!"
"Good food for thought."
"Differences between women's and men's outlooks on same circumstances. Awareness of liability issues."
"Very informative."
"John is a very good instructor with excellent balance in communication."
"Thanks – this was much less painful than everyone thought it would be."
"Group exercises helped make discussion of what could have been boring material fun."
"Learning the legal issues and processes when filing a charge was valuable as was the clarification on 'reasonable accommodation.'"
"The class has made me aware of some 'danger' zones and will help me in my new job."
"Very specific examples."
"The best part was the open format and questions answered."
"I learned a new approach to interacting in the workplace – more conscious of how my words, acts, and deeds affect others."
"The best thing was learning about differences in body language between men and women."
"A good reminder to be aware of others' feelings with all interactions."
"Real life examples were helpful."
"I liked the discussion and the examples. It makes it real."
"Lots of usual information presented in a way that was easy to follow. Enjoyed the examples and the humor."

WRITING JOB DESCRIPTIONS

February 17 Helena

8:30 a.m. – 4:30 p.m.

Investment is \$100

Job Descriptions are the basis for many employment decisions. This one-day course will help participants identify the many uses for this powerful tool, as well as how to write an effective job description. This workshop is appropriate for managers or supervisors who prepare job descriptions, and is the first of two classes for classifiers-in-training.

Participants' comments about "Writing Job Descriptions"

"Better overall knowledge of writing JDs. I have updated JDs and always struggle to do them correctly. The information from this class will help when writing and updating JDs."

"A better understanding of job descriptions and how they are put together."
 "Good training for someone new to the development and review of JDs."
 "I learned a lot about doing JDs the correct way – not just adding fluff."
 "This course helped my understanding of the classification process."
 "How to access information online and write a good JD."
 "The importance of being brief and accurate when writing JDs. Taking the time and doing the groundwork before starting."
 "I appreciated the background information, the process for writing JDs, and examining examples for each section."
 "Good refresher course. I gained the knowledge of what is needed and expected in writing a job description."
 "Learned what you really need (or don't need) in a job description."
 "Gained knowledge of preparation and organization of material needed to write JDs."
 "Helped me understand how to break process down to keep focus and JD a true reflection of the job."
 "Very informative and helpful."
 "My whole perspective on JDs has changed! The JD is a much simpler document and more useful than I ever realized. I liked the one-on-one contact and advice from the trainer."
 "I have a clearer understanding of amount of detail (especially for tasks) required in JD – and how everything should tie together."
 "Excellent, useful and enlightening class."
 "I'm not scared of or dreading JD's/job profiles anymore!"
 "Great information, good materials, will be very helpful and relevant."
 "JD guides and discussion regarding tasks and duties are very valuable."
 "I learned how to write a duty statement and what not to include in the JD."
 "Very informative. I enjoyed all the hands-on experience. Great class."
 "Overall writing of JDs seems much clearer."
 "I now have a solid knowledge of what constitutes a good job description and how the job description ties together with other HR functions."
 "Excellent information – will go a long way in helping me become a classifier."
 "Very good information on ADA issues and the purpose of job descriptions."
 "I have a better understanding of phrasing essential vs. non-essential skill."
 "Great breakdown of writing JDs. It seems so daunting until it's taken in small pieces. Really like the presentation. Could have been very dry and boring but your style held my interest."
 "Everything was new to me! I gained valuable knowledge."
 "I enjoyed the practical exercises."
 "New insight on 'essential functions.'"

BASICS OF MANAGEMENT

Starts February 22 Helena

8:30 a.m. – 4:30 p.m. each day

Investment is \$435 (discounts for multiple attendees from one organization)

This series involves those who are not now in a management position, but whom their agency sees as having leadership potential. Participants complete an assessment before the series and again following the series. Those who pass the post-assessment receive a recommendation that this training count as one-year constructive credit for supervisory experience or as a deciding factor when assessing substantially equally qualified candidates for a supervisory position. Classes will take place on these dates:

- **The Assignment** **February 22**
- **The Challenge** **February 23**
- **The Problems** **February 29**
- **The Staff** **March 6**
- **The Job** **March 7**
- **The Choices** **March 14**

Participants' comments about "Basics of Management"

- "This course was the most interesting, educational, and entertaining training I have participated in."
- "So practical, with hands-on tools and skill-building to help us do our jobs better."
- "This course was excellent. Going through the course made me aware of the many challenges a manager faces as part of the job."
- "The instructors of this course presented the material in a way that made the class fun to be in while learning."
- "I would recommend it to people not only thinking of becoming managers, but just for personal growth."
- "You guys did a great job presenting. I enjoyed the class."
- "What a wonderful learning experience. I really enjoyed the class."
- "The whole course was great and insightful for me. I have been recommending this course to my colleagues."
- "The whole series was great! Thanks."
- "Many issues related to both job and personal relationships and self-knowledge. Great class!"
- "I felt this series was very eye-opening."
- "This course should be attended by anyone seeking to improve the working environment."
- "I learned a lot from this class. It will help me in my promotion."
- "All the courses were very informative, and the instructors were very friendly and knowledgeable. I will definitely be suggesting this course to others."
- "This course would apply even to those who do not plan to become managers if only to help them deal with the public and fellow employees through the course materials on personalities, use of humor, conflict, etc."
- "This class has been very helpful and timely! Thanks for all the help and ideas."
- "The course was great for a new and different perspective on management."
- "This course has given me the tools to feel comfortable making the move to a supervisory position. Thank you."
- "Good course! Useful tools."
- "Overall the entire course was very informative. I learned a lot! Thanks."
- "This course will change my views on supervising other people."
- "This course is really good for someone who has not supervised people very often. I think it will help my relationship with employees."
- "Great course! It really helped me evaluate my interest and potential in management."
- "I truly enjoyed each session and have found what I learned to be beneficial."
- "This was an excellent seminar. Every day was helpful and relevant. The discussions with peers were very helpful. I'm glad I had the opportunity to take the course."
- "The management series was helpful. I liked the small, diverse class. I like the concept of 'inclusion, control, and respect.'"

"This course was very interesting and informative. I believe this will help me move forward in a more positive manner. I will be discussing this course and what I learned with my supervisor."

"This class was a great eye opener and a good step to learning about others."

"A true heads-up about being a supervisor in state government. Tons of things to think about."

"I loved this course, very eye-opening for me. I know what my bosses are going through every day."

"The whole course was very informative, and I would highly recommend this course to others."

"This was good stuff. Thanks."

"I have never gotten so much out of a class before. Not only did it address how to be a good manager, it told me how and why to deal with things. Real life scenarios. Thank you very much."

"This was a very interesting course. I enjoyed interacting with other agency personnel and sharing ideas with them throughout the class discussions. Very good class!!"

"Overall, I found the course very beneficial. Even though I'm not a supervisor, I gained valuable skills to help me manage my work more effectively and work better with others to a common goal."

"All six components of this course were very interesting and beneficial to me as an employee and potential supervisor."

"As a whole, the Basics class was excellent. It will be beneficial to me no matter what I do."

"I am very glad I was able to participate in the training. Every class had great information."

"Great class! Would recommend to others and take next set of classes."

"Great class. Lots of nuggets to take away. Like the notebook for reference. Class discussions are super helpful."

"I would encourage everyone to take this course. I have put a bug in my supervisor's ear to take this course."

"Awesome class! Learned a lot about employee and supervisor interaction in office setting. Helps very much whether I become a supervisor or not."

"Overall course was great, learned a great deal about what it takes to be a manager as well as how I can grow to be better. Self assessment in each section was key to identifying my strengths and weaknesses."

"Very good intro course; good skills for everyone in the working world – not just would-be managers."

"Overall, I think the most valuable thing I'm taking from the course is a better understanding of my personality type and styles. It has been sometimes uncomfortable for me to become more aware, but insightful and helpful."

"This has been one of the best classes I've ever attended. It was interesting, involved, and motivating. You made me want to attend, not have to."

"A well done class, well worth the time to take – I wish that managers needed to take this class as a review! Many useful tools to use not just in management, but in overall work relationships. Thank you!"

"I thought the training was great and I certainly learned a lot (about management and even about myself) that can be used both at work and in the 'outside world!'"

"Overall, very good course. I was skeptical when I enrolled, but have to admit it was very informative. It made me think a lot about my future as a managers. I'm sure that the information will prove to be invaluable in the future."

"I really loved the entire course. I learned things about myself and how I react to things that I had never considered before. I know this will help me interact with my co-workers better."

"Course is well-balanced with emphasis on understanding people, communication, addressing problems, managing conflict, and motivation."

COPING WITH THE ANGRY PUBLIC

February 22 Helena

8:30 a.m. – noon

Investment is \$93 (discounts for multiple attendees from one organization)

"I don't want a bunch of red tape! I just want this problem solved!" Sound familiar? If you face the public, you often face citizens with complaints. And some of these people are angry – angry enough to say things that make you angry, too. This workshop focuses on dealing successfully with the angry public and handling the stress the encounter may cause.

Participants' comments about "Coping with the Angry Public"

"I thought this course was excellent."

"Very good, down to earth."

"Thought the class was very good – great ideas and exercises."

"The best thing was the importance of body language and not interrupting."

"This topic was very timely – thank you."

"I thought the course was very informative and fun. We had an excellent teacher."

"Good stress management ideas after a tough session with the angry public."

"How to defuse most situations, but realizing that you can't do it all the time."

"How to relate to the customer in a non-aggressive way."

"To be a better listener and don't take things personally."

"The value of silence in confrontation. Some different phrasing for things! I am already saying, 'I find it difficult ...'"

"Understanding the customers' viewpoints – restating what they shared."

"Awesome training – kept me very engaged and I learned a lot!"

APPROACHING SUPERVISION

February 29 Helena

8:30 a.m. – 4:30 p.m.

Investment is \$120 (discounts for multiple attendees from one organization)

Promotions to supervisory positions generally come on the heels of technical proficiency in the work of the unit. But supervision entails an entirely different set of skills, a new type of job. This seminar identifies the overall role and scope of supervision and the skills, abilities, and personal principles needed to perform the job well.

Participants' comments about "Approaching Supervision"

"It was well organized and stayed on track which helped cover more material, all of which was relevant."

"Useful tools and tips to assist me in my management role."

"Great class - I learned a lot from it."

"Helped me recognize some of the 'normal' things people go through when taking a new position."

"Clarification of supervisor's role and responsibility."

"How to communicate better in pressure situations."

"Best part: seven things not to do as a supervisor. Instructor did a good job of responding to questions and giving examples."

"Wonderful instructor, great speaker, easy to listen to, would definitely attend another of his presentations."

"The best thing about the course was the encouragement of better listening and communication skills."

"Affirmed a lot of my beliefs on how to be a good supervisor. I was very happy with what was presented in the time frame allowed."

"The best thing was the concept of matching leadership style to an employee's needs."

"Appreciated learning what kind of leader I am."

"The best thing I gained was the recognition of the range of human styles, progression of feeling in transition."

"I gained a better understanding of what a supervisor's role is and is not."

"This was a very good course. It gave a lot of insight to being and becoming a better manager."

"Better understanding of how to effectively supervise my area. What areas/skills I need to work on personally."

"I highly recommend others to take this class. Thank you for the opportunity."

"This class changed my opinion of what my role is and what supervisory power is."

"I learned that my leadership style needs to change according to the circumstances."

"This class was informative, well-presented, entertaining, with good feedback, insight, and knowledge that can be applied in any situation."

"Director/Coach/Supporter/Delegator concept and the need to vary response depending on the need of the individual was the most beneficial part of the workshop."

"Very worthwhile class. Thank you."

"Great class! Thank you."

"A better understanding of how both sides look at supervision and how best to handle it from the supervision side."

"Great course, good discussion among the group, made the course very interesting."

"Renewed awareness of supervisor/employee relations."

"This course showed me what kind of leader/manager I would be and see areas that I can improve on, such as communications, before I become a manager, making me a better manager in the long run."

"Learning about using different leadership styles in different situations."

"I liked the way you addressed and valued all comments and managed to bring discussion back to topic."

"New ideas, new perspective. Insight into myself."

"Learning how to become a more effective supervisor and dealing with different types of employees."

"The best thing was examining the leadership styles and suiting the leadership to the person/situation."

"Realizing how important communication is!"

"The ability to adjust my coaching skills as required by the situation."

"Learned different ways to support and manage people."

"Learned what a supervisor is NOT responsible for."

"The transition model for new supervisors was very interesting. Knowing that some of these changes are expected."

"Clear understanding of what a supervisory position requires."

"Learned more about communicating and being supportive."

"Improving communication skills and delegating tasks."

"Learned what the gains and losses are in becoming a supervisor."

"Learned that you can't motivate your workers but if you motivate yourself it will help others."

"The most valuable thing about this course was the understanding of how the basics of management sometimes aren't black and white. Good concepts."
"John kept the group engaged, had good examples, transitioned from topic to topic well."
"The information that different types of situations require a different type of supervision was valuable."
"Provided very useful information for a beginning supervisor."

ROBERT'S RULES OF ORDER **NEW!**

February 29 **On-line**

10 a.m. – noon

Investment is \$77 (discounts for multiple attendees from one organization)

2.75 CLE Credits

There are some basic principles and procedures that apply to all decision making, whether you are a manager trying to lead a work team or an officer in an organization trying to conduct a meeting. These principles and procedures are referred to formally as parliamentary procedure. The **Professional Development Center** will offer *Robert's Rules of Order*, one man's discussion of parliamentary procedure that has become the leading authority in most organizations today.

Participants' comments about "Robert's Rules of Order"

"Great handouts."
"I especially appreciated the 'cheat sheet'."
"I liked the handouts on the 'Summary of Motions'."
"I liked the freedom to discuss real incidents."
"I have a better understanding of how to run a meeting and how to use motions."
"Wow!! What a fabulous learning experience! Very concise and informative. I appreciated that time spent on answering all participants' questions."
"Entire content was very helpful. The instructor provided very good examples with applying content."
"I have a new awareness of the importance of by-laws."
"Great class! Thanks."
"I appreciated the question and answer session."
"I really appreciated the questions to ask for the Bylaws Review."
"The basics of conducting meetings following established procedures; protocols and decision making options were valuable."
"I learned methods for controlling meetings."
"I found it to be very useful for the work that I do. I enjoyed the courage of motions."

March Classes

INTERMEDIATE MS EXCEL 2007

March 1 **Helena**

9 a.m. – 3 p.m.

Investment is \$105 (discounts for multiple attendees from one organization)

Excel 2007's new user interface and features will start the class off followed by an in-depth look at managing workbooks. Students will learn how to split and freeze workbook windows, hide rows, columns, worksheets and windows, and protect worksheets. This hands-on workshop will cover

- page layout, page break, and adjustments to margins and size
- functions and formulas, working with data ranges, and learning how to sort and filter data
- inserting clip art, pictures, and graphics files is also covered.

MONTANA'S WRONGFUL DISCHARGE ACT

March 7 **Helena**

8:30 a.m. – noon

Investment is \$132 (discounts for multiple attendees from one organization)

Available for 3.0 CLE credits

The Montana Legislature uniquely addressed a major area of law -- it passed the Wrongful Discharge from Employment Act. The Act balances the rights of employers with protection for employees. It imposes important responsibilities on both parties. This course is appropriate for anyone who wants to learn about the Montana statutes and important case law interpreting them.

Participants' comments about "Montana's Wrongful Discharge Act"

"I have a better understanding of the wrongful discharge and laws and how they apply in which cases."

"Excellent reference to case law which helped me understand the act better."

"Working through the cases in the small groups was great to gain other's perspectives."

"The review of current cases law and case studies was great."

"Concrete examples of case law, applied to real life situations was helpful."

"The course materials provided a valuable synopsis of the various case holdings and distinctions made."

"This was a thorough review of statutory development of WDA and court decisions."

WARM: WRITING ADMINISTRATIVE RULES OF MONTANA

March 8 **8:30 a.m. – 4:30 p.m.**

March 9 **8:30 a.m. – noon**

Helena

Investment is \$156 (discounts for multiple attendees from one organization)

Available for 10 CLE Credits

This workshop will explore the ins and outs of writing rules. The content covers the entire rulemaking process, from legislative delegation to replacement pages for ARM. It includes practical exercises on style, reasonable necessity, and responding to comments.

Participants' comments about "WARM: Writing Administrative Rules of Montana"

"Very interesting class; appreciate the stimulating and thought-provoking exercises."

"Best short course I've had. John is knowledgeable, great presentation skills, devotes energy to keeping it interesting."

"I now have the ability to go back to my job and have a beginning point and guidance of what and how to complete the task of writing rules."

"I have a better understanding of the legislative side of rule making."

"I appreciated the reference sources which are a foundation to build on."

"Better understanding of the process of writing ARM's and where to find information."

"Ability to write rules and follow guidelines to achieve the department's goals."

"I liked the work sessions. I like hands-on approach."

"The material in the packet will be useful when writing rules."

"I learned a lot of the 'back office' end of rule writing which is exactly what I needed."

"Immediately useful."

"The best thing was the practical exercise in evaluating comments and drafting responses."

"Excellent course. Made a boring subject fun and interesting while actually learning."

"Good, focused discussions. Having the pertinent statutes, ARMS, and other documents available in one place for further reference was helpful."

"An excellent overview with usable reference information."

"A better understanding of the rule writing process including style, format, and content."

"John Moore's courses are always informative, educational, and entertaining. Thanks."

"I now have a greater level of confidence in writing rules."

"Great class – I would highly recommend to others."

"I have a much greater 'comfort level' as I approach the process of rule-making."

"Very, very pleased with the course."

"Overall an excellent course, very helpful in explaining the process of rule writing."

"Great class! Very informative."

"John did an outstanding job –great combination of knowledge, humor, and public speaking."

"I implement rules in my job; now I know where they started."

"Starting from scratch was very informative."

"I appreciated the tips to create a valid rule."

"John made the course interesting and kept us thinking."

"The best thing about the course was the overview of the entire process, the time frames, and the steps"

"Good information. You make working with rules fun."

"Great background in rule-making."

"Excellent class. Great learning tools on rule writing."

"Best government instructor I've had."

"Most interesting state training I've ever attended."

"I dreaded the course fearing dry and too deep. John brought life to a potentially horrific class!"

"The idea scares me to death, but now I think I could at least attempt a try at it. Thank you."

"I understand the process much better and wish I had had this class a year ago. I think it was great and very helpful."

"The balance was very good. The exercises were great and necessary."

"Valuable information on style and language."

"A very good overall look at how rules are looked at and written."

"Understand the difference between statutes and rules and why administrative rules are written."

"The best part was understanding the whole process."

"Even though I've written rules for a few years, this class was very helpful."

"I now have a sense of direction for the project ahead."

"A real life run through of the process with comments about what it means and how it works."

"I thought this was the most interesting educational session I have taken since working with the state."

"John took a tough subject and made it interesting and held our attention."

"Course was comprehensive. Included discussion, examples, and exercises. Materials are outstanding, and John was very knowledgeable."

"John makes technical stuff seem fun!"

"I felt the material was very well presented in a format that worked well. Frankly much better than I anticipated."

"I now have a knowledge of resources to use when working on rules."

"Very detailed materials for reference and thorough discussion of pertinent concerns in the process."

"The hands-on exercises with follow-up of sample responses were great."

"I was able to see the start-to-finish process of a rule and the many facets it entails."

"I appreciated the discussion on how to handle proposed rule comments."

"I appreciated the comfortable atmosphere with different stimuli and activities to keep our attention on sometimes difficult material."

"I feel I have a much better understanding of the rule-making process."

"For a very highly dreaded topic, this was really as interesting as possible. I have a lot more respect for the people who can do this well."

"Very helpful tools to go back and reference when it comes time to write/revise rules."

"Open discussion among all participants really facilitated learning. John Moore is an outstanding instructor. He knows when to get us back on track, but really allowed us to share ideas."

"I increased my confidence in my ability to complete the ARM process and to assist staff with the process. This class provided reference material to use when I get to doing the rules. Thank you!"

"This should be a required course for every administrator, director, bureau chief in state government."

"I appreciated the framework and reference to help shape the things I had done previously (e.g. Oh! Aha! That's why)."

"Good oversight, lots of details and examples, helpful activities to apply what we learned. I feel more confident about a previously 'daunting' task."

RECORDS AND INFORMATION MANAGEMENT

March 14 Helena

8:30 a.m. – noon

Investment is \$72

Available for 3.0 CLE credits

In an age when agencies are generating and receiving paper and electronic records, the picture can grow fuzzy when addressing public records, state and federal requirements, technology options, and resource challenges. It's important for agencies to work smart, with procedures and practices that propel records and information management as a cost savings instead of a cost counter. This half-day class examines your agency's responsibility for managing records – what the law says, the benefits of "the basics," conversion and storage options, and establishing agency-directed retention schedules that support effective business. This class is a must for

agency custodians, record coordinators, and employees responsible for managing hardcopy and electronic files.

Participants' comments about "Records and Information Management"

- "I learned how the State of Montana helps agencies to implement record keeping and management."
- "Liked the hands-on examples."
- "I now know where to begin with our agency records and getting schedules set up. I understand way more about records and the benefits."
- "Awareness of records retention and disaster recovery."
- "Background about records forms and flow through development of document."
- "Evaluation of boxed records we currently have stored. Need to develop indexes, retentions schedules, and storage labels."
- "Better understanding of records retention and disposal. Great idea for updating our records."
- "Learning more about how the process has to proceed for electronic and hard-copy records."
- "Demystified the records management process."
- "I learned how the process works and what is required for records management and storage."
- "I learned the best way to fill out the forms."
- "The best thing was learning the difference between public and private records, retention, backup, and archiving."
- "This class was very well presented. Patti was attentive to questions and concerns of the participants and very friendly."
- "The best thing was how to go about classifying your records to determine an appropriate retention schedule."
- "Good balance of information and class discussion."
- "We are developing an information management policy, and I now have a better idea of where to begin and how to proceed."
- "I learned the difference between filing in private versus the public sector. I appreciated the way of categorically separating and identifying files for easy recognition and location."
- "I appreciated completing the forms as a way of learning how to do this in the future."

SUPERVISING PERFORMANCE IMPROVEMENT

March 21

Helena

8:30 a.m. – 4:30 p.m.

Cost is \$120 (discounts for multiple attendees from one organization)

One of the biggest challenges that supervisors face comes when an employee is not performing up to expected levels. Confronting the problem can be difficult because of uncertainty, defensiveness, lack of clarity, and conflict. Failing to deal with the problem only makes it worse. This workshop explores the tools needed to recognize, analyze, and address performance problems.

Participants' comments about "Supervising Performance Improvement"

- "The best thing I gained from this course was an understanding there is a process with tools I can actually use in current situations. Great course!"
- "Organized and logical presentation of material with lots of examples."
- "Insight into things I do as a supervisor that can/should be changed. This should be mandatory for all supervisors."
- "Very informative and valuable."

"The best thing I gained was the idea of keeping it positive and don't make it personal."

"Insight on how to stay on focus when dealing with personnel issues."

"I think long-term supervisors should take this class - refresh their memories and their ways of supervising."

"Learned to be specific about what is observed and communicate problems that way."

"Good ideas on approaching employees with performance issues and creating plans to resolve them."

"The AARP plan seems like an excellent tool to use. Very practical."

"The best thing was the two-minute challenge."

"I think this was a very valuable workshop, well worth the cost."

"Stressed the importance of documentation."

"Helped me understand more of what is expected of me."

"Very job related. Helpful hints were valuable."

"John gave a great presentation and made the information he shared with us understandable. It was information that I could take back and use immediately!"

"Interaction with other supervisors sharing of similar situations."

"This course gave me several tools to use that I'm confident will work and are simple to remember."

"I now have a better understanding of how to correct performance problems before they get out of control."

"I'm more confident and excited about coaching."

"I appreciated the ideas on supervisory log and better evaluation of performance."

"Truly care and listen even if you don't like or respect this individual."

"I thought the class was well balanced and interesting."

"This helped me think through the steps in the process of discipline and documentation."

"The importance of positive feedback. Outlined steps to take for a successful interaction in a difficult situation. I wish I'd had this class a year ago."

"Tools to assist me with problems with employees."

"Confidence with regard to handling a difficult employee. The ability to be comfortable and firm with the outcome."

"The details on how to approach and deal with a conflicting situation."

"I gained ideas on how to deal with employees who are not performing in a way that gets results without creating more problems."

"Outlining of communication and performance improvement tactics for addressing employees."

"I gained multiple strategies for communication and staying focused, and documenting performance at the time of occurrence."

"Once again PDC delivered a wonderful presentation the caliber of any other national training group. It kept us engaged the whole day."

"Good examples of feedback and new ideas for positive interactions."

"I appreciated the information on breaking the cycle of mistrust."

"A good insight on motivation and communication importance."

"Good job, professional, succinct, allowed good discussion."

"Thank you! I have more ideas as to how to handle situations and possibly avoid future problems."

"I liked the delineation between performance and conduct issues."

"The best think about the course was the proper and legal procedures of dealing with a discipline issue."

"I appreciated the real-life examples."

"This course cleared up some of my confusion about the requirements of progressive discipline."

I appreciated the information on how to begin the formal performance improvement plan and how to address problems in a more tactful way."

"Very good flow of information and examples."

"Good course and good practical, usable information."

"Lots of great info, kept our attention, right amount of humor."

"Great resources on performance improvement!"

"It was a good course, short and local. John gave us a bunch of good ideas and tools to use as supervisors."

"Helped me think about items from both sides of the coin (boss and employee). Better understanding of best ways to deal with some problems."

"The understanding of how to deal with and document employee performance – what is important, AND what is not."

"I appreciated the ways to rebuild trust and a the reminder to not only think but speak good feedback."

"I appreciated the progressive improvement plan. The group discussion helped me realize that emotion is not a bad thing."

"Understanding that I need to get employee's agreement as to the problem and their input as to its solution."

"This was very pertinent to supervisors. Lots of examples and good use of time."

"Reinforced the idea that it makes more sense to acknowledge the positive."

"I appreciated the coaching skills."

"Great course. Provided many workable skills and practices!"

I appreciated the steps to keep little problems from becoming big problems."

"I can use the flow chart, the coaching plan, and deflector techniques."

WORKING WITH DIFFICULT COLLEAGUES

March 21

Helena

8:30 a.m. – 4:30 p.m.

Investment is \$120 (discounts for multiple attendees from one organization)

You can't hand-pick the people you work with. Very often, you come across someone who seems – to you, at least – difficult to deal with. This workshop focuses on several types of difficult people, as well as providing tips on recognizing and coping with them. It also emphasizes the communication skills necessary to cope with all sorts of people and situations.

Participants' comments about "Working with Difficult Colleagues"

"I think this class shall be very useful. It was revealing and analytical."

"You think about all sides in how to deal with these people."

"How to work with, not against, difficult people."

"It gave me ideas on how to cope with difficult people."

"The different tactics that can be tried in dealing with co-workers."

"Opened my eyes that I need to be more patient and stop and think about how they are feeling."

"Finding out I need to be a better listener all the time, not just when I need to listen to solve a problem."

"Finding out that I might be part of the problem."

"It made me see things I do that aggravate a problem."

"Not to walk away, listen, and be patient."

"Learned about my style and how it differs from others."

"The best thing about the course was to recognize the characteristics of different people."

"More insight as to why I react the way I do to my 'difficult person.'"

"Better understanding of my role in conflict, and need for my own control."

"Identified my behaviors that let them take control or did not give them consideration."

"Recognizing the differences in people and their reactions."

"Our class opening discussed our communication styles and received options on how to deal with others."

"Plan, prepare, present."

"Great class. Film was fun."

"Different ideas on dealing with others and self."

"Self-evaluation was good. Seeing what I need to change so I am not a 'difficult' person."

"Ideas to deal with a 'know-it-all.'"

"Very worthwhile workshop. I am taking many good ideas back to the job site."

"Learning what to say and not to say."

"The best thing about the course was a look at my own 're-actions' towards certain people I have had issues with in the past. I have been treating them differently than others."

"Solid, concrete advice on how to handle difficult behaviors."

"Information about myself as a difficult person to deal with and how to identify ways to treat people I may be having problems with."

"I appreciated the 'Lens of Understanding' and the approach of changing our own attitude rather than changing others around us."

"I found the class both informational and enlightening."

"I enjoyed the class – loved the class interaction – came away with good insights and ideas."

"I feel this class should be mandatory for all employees because it makes you look at yourself and ask 'Am I difficult to work with?' and 'What can I do to change?'"

"You have to change your own behaviors because you can't change people the way you want them."

"This was super! I especially appreciated the specific things to say to the different personality styles – especially the negative ones."

"This course was just plain great and the tools given will be used."

"This course should be a mandatory course for all employees. The tools given for positive feedback were great. Nice to learn how to relieve negativity in the workplace."

"This class offered an excellent opportunity for self-examination. It also offered many positive, pro-active approaches."

ADVANCED MS EXCEL

NEW!

March 22

Helena

9 a.m. – 3 p.m.

Investment is \$105 (discounts for multiple attendees from one organization)

The class begins with a review of creating and working with charts and tables. By the end of the class, students will be familiar with

- creating pivot tables
- using data validation
- working with data tables
- consolidating data using formulas
- working with basic macros.

Participants' comments about "Advanced MS Excel"

"This was the best Excel class I've attended. Learned more than I had hoped to learn"

"I learned a ton!"

"Gained information on macros, validations, and pivot tables."

STATE ETHICS LAW

March 23

Helena

9 a.m. – noon

Investment is \$82 (discounts for multiple attendees from one organization)

2.5 CLE Ethics Credits

The statutory Code of Ethics applies to all employees of state and local government. It's important for all employees to know what it says. This seminar will provide an overview of the law in plain English.

Participants' comments about "State Ethics Law"

"John is always great – great humor, good knowledge, good trainer."

"A better understanding of where to look for and interpret ethics question."

"John has good rapport and encourages open discussion among attendees. I never felt 'cut-off' in presenting ideas or viewpoints."

"Excellent overview of Montana ethics law and practice."

"Very informative and interesting."

"Succinct handouts outlining primary provisions of Ethics Law and great discussions on many 'hypothetical' situations."

"Great class."

"Good information covering a very misunderstood aspect of our jobs."

"Excellent information."

"Clear explanation of legal environment and how it relates to ethical environment."

"This was a good overview of a complicated subject with enough lecture to get a basic grasp but focused on group work on case studies that really helped me understand the real-life application of the state ethics law."

"One of the best presenters I have heard. Very interactive, helpful and interesting; he did a great job."

"The best part was the insight into the specific laws pertaining to ethics."

"This was my first exposure to state ethics laws, and I enjoyed hearing about it."

"Good analysis of state ethics laws and the issues they raise in everyday work situations."

"Discussion among participants was interesting and lively. Appreciated some clarification of law."

"Very interesting and thought provoking."

"Discussion of real-life situations involving ethical issues."

EFFECTIVE PRESENTATIONS

March 27

8:30 a.m. – 4:30 p.m.

March 28

8:30 a.m. – 4:30 p.m.

March 29

8:30 a.m. – 4:30 p.m.

March 30

8:30 a.m. – noon

Helena

Investment is \$239 (discounts for multiple attendees from one organization)

Anyone who wishes to improve his or her skills in public speaking and giving presentations to groups of all sizes will benefit from this 24-hour workshop. It takes the participant through the various steps necessary to develop and present effective public presentations, including developing PowerPoint 2007 presentations. Each participant will be videotaped twice while making actual presentations.

Participants' comments about "Effective Presentations"

- "Exceeded my expectations. I especially liked the videotaping and the feedback from other participants. Builds confidence and offers good pointers."
- "Gained confidence; I'm less nervous. Personal video critique will help in future presentations. Comments helpful."
- "Liked the speaking to adults and involving the adult learner."
- "Very helpful – I learned what to do to be better prepared. The evaluations from the class member plus the instructors are of great value."
- "Liked being made aware of fine tuning speeches, i.e., stance, use of visuals."
- "I learned some very valuable tips. It's very helpful to see yourself on tape."
- "A closer look at my flaws and tips on how to overcome them. A lot of balance and variety."
- "Overall, very good course, built my confidence, gave me a lot of tips to help me in future. I will recommend it to others. Thank you."
- "Different ideas and implementation of presentations. Ways to present."
- "Very positive attitude. Enjoyed the class very much."
- "Thank you for the class. The video taping helped me."
- "Good, valuable workshop."
- "I learned more self-confidence and tools to organize better."
- "Great workshop – lots of practical information and tools."
- "I will recommend this course to several at my office."
- "Best PDC training yet!"
- "I learned a lot of helpful techniques to present or to make my presentation more effective – wonderful class!"
- "Video taping was an excellent tool."
- "How to use nervous energy and make it productive. Really prepare and practice."
- "This was one of the best classes I have taken – I would recommend it to everyone."
- "Learning confidence and knowing your audience. The videotape worked wonderfully – I was very nervous at first."
- "I am very pleased with this course and will let others know it is a great one."
- "I am more self-confident after only three days!"
- "I didn't look as scared or lame-brained as I felt – videotaping is not death!"
- "I gained a trust in the abilities I already have. Presentations aren't so hard when you get out of your head."
- "I think this has been a wonderful class!"
- "I gained a lot of confidence regarding presentations. I was able to see where to make improvements and feel able to do so."
- "I learned a new breathing technique! It was good to get feedback and to see that I do not come off as ridiculous as I feel!"
- "Don't lose the camera. It was a love/hate relationship. I don't like seeing myself, but it was very useful."
- "Everything was super interesting. I enjoyed it and thought it was very helpful to be videotaped."

ETHICAL ISSUES IN PUBLIC SERVICE

March 28

Billings

8:30 a.m. to 4:30 p.m.

Cost is \$120 (discounts for multiple attendees from one organization)

6.5 CLE Ethics Credits

Ethical Issues in Public Service will benefit government managers at all levels, however it is particularly appropriate for mid-level and upper-level managers responsible for implementing government policy. If you attend, expect to engage in a lively discussion of pertinent and thought-provoking issues. John Moore, Director of the Professional Development Center, will conduct the seminar. In the past he has developed workshops in sensitive topic areas of common and statutory law.

Participants' comments about "Ethical Issues in Public Service"

- "Thoughtful and very applicable to situations I face daily – helped give me some 'guidelines'."
- "This course focused on issues rarely discussed in state management."
- "Ethics is something we need to strive for and we don't hear about it enough, nor does the rest of management. It's good to reflect."
- "Thought and debate on a philosophical level, of important issues we face as state attorneys. We don't have these discussions enough."
- "Promoted great discussions. Scenarios were thought provoking. Facilitator was excellent."
- "Great discussions – seeing different points of view."
- "I really enjoyed this one!"
- "Brought ethics to the front of my consciousness. Gave insight into public management."
- "The practical tips on what questions to think about in evaluating ethical issues."
- "The different aspects of ethics – what does it mean in different public situations. What makes and constitutes ethics."
- "The best part was addressing situations that have no clear answer with multiple alternatives that could potentially work."
- "The best part was the time to dwell on ethical issues that in real life are often overlooked."
- "Interesting and thought provoking course."
- "Liked the opportunity to discuss the issues."
- "Excellent exchange of ideas."
- "I have a better perception of ethical issues and how to deal with them with all involved. Thank you for a very interesting, well planned course."
- "Good thoughtful examples and discussion."
- "I appreciated the interactive learning and real work examples that sparked real discussion."
- "This was the best CLE seminar I have been to."
- "This class exceeded my expectations. We discussed substantial issues."
- "The discussions really helped to consider many scenarios and alternative solutions."
- "Very good class. John Moore does a superb job of making the topic of Ethics in Public Service interesting, practical, and useful to employees of all state agencies."

ALL KIDDING ASIDE: PREVENTING HARASSMENT

March 29

Helena

8:30 a.m. – noon

Investment is \$93 (discounts for multiple attendees from one organization)

Available for 3.0 CLE Credits

Harassment takes many forms, both blatant and subtle. A person's sex, race, national origin, age, religion, or political views may be the target of harassment. It is important that all employees understand what harassment is and how to prevent it.

Participants' comments about "All Kidding Aside: Preventing Harassment"

"Good discussion points, examining the aspects and complexities of different situations."

"Very effective. Thank you."

"I feel more comfortable in dealing with abusive behavior and language."

"Very open and informative."

"Input from the group helped shed new light on my perceptions."

"Gave me a new perspective on several issues."

"Concise guidelines as to what actually constitutes harassment."

"Good discussion on communication styles."

"Understanding gender differences that could lead to different interpretations."

"Good examples that explained the legal language."

"Learned the different forms of harassment."

"More awareness for potential problems."

"Gave me a better understanding of when harassment has actually occurred."

"Good, open environment which led to productive discussion."

"Think before you speak."

"How to recognize trouble when it develops and also how to take action. Great interactive class,"

"Definitions, boundaries, and courses of action to prevent harassment."

"I thought this was a very useful class – even if to just raise my own awareness of my behavior and how I might affect others."

"Differences between how men and women see things."

"Information on Montana statutes."

"John backed up key concepts with real-life case information showing applications of the law and outcomes."

"Good course – informative and presented in an enjoyable manner."

"John does a very good job presenting information. He's funny but serious."

"I personally find it offensive that I'm required to attend classes to cover the liability of the state!"

"Good food for thought."

"Differences between women's and men's outlooks on same circumstances. Awareness of liability issues."

"Very informative."

"John is a very good instructor with excellent balance in communication."

"Thanks – this was much less painful than everyone thought it would be."

"Group exercises helped make discussion of what could have been boring material fun."

"Learning the legal issues and processes when filing a charge was valuable as was the clarification on 'reasonable accommodation.'"

"The class has made me aware of some 'danger' zones and will help me in my new job."

"Very specific examples."

"The best part was the open format and questions answered."

"I learned a new approach to interacting in the workplace – more conscious of how my words, acts, and deeds affect others."

"The best thing was learning about differences in body language between men and women."

"A good reminder to be aware of others' feelings with all interactions."

"Real life examples were helpful."

"I liked the discussion and the examples. It makes it real."

"Lots of usual information presented in a way that was easy to follow. Enjoyed the examples and the humor."